Langley's Leadership Qualities for Organizational Effectiveness

Communication

1.1 Communicate openly by

- engaging in open interaction, debate and offering opportunities for expression of minority or dissenting opinions

- communicating issues, concerns, and information within my organization in a constructive manner

- encouraging others to share their thoughts and ideas

- engaging in difficult conversations needed to draw out key issues/concerns that may be going unsaid

1.2 Communicate interactively by

- explaining the information and background assumptions used to draw my conclusions and make my decisions

- communicating decisions to those who contributed information and have a vested interest

1.3 Communicate effectively by

- communicating in clear, specific, consistent terms

- seeking confirmation that the message or comments are understood

- requesting specific information to clarify subjective words or general comments

- paraphrasing, summarizing, or asking for clarification to understand the content when individuals share information

- seeking to understand the message even when it is not what I may want to hear

- permitting sufficient discussion to resolve issues and achieve optimal solutions

- giving clear assignments

Employee and Organization Support

2.1 Support others by

- demonstrating support of my team members/colleagues in carrying forward concerns and issues

- asking questions to determine that my team members/colleagues have the resources and support to be successful

- interceding on behalf of my team members/colleagues issues

- encouraging or facilitating mobility and developmental opportunities for employees/team members/colleagues during transformational periods

2.2 Recognize the contributions of others by

- acknowledging the efforts and contributions of team members/colleagues in a timely manner

- celebrating and showing pride in accomplishments of team members/colleagues

2.3 Demonstrate interest in others by

- respecting the personal values, goals, and well being of others

- encouraging team members/colleagues to establish and maintain a healthy balance between their work and personal life

- encouraging and engaging team members/colleagues in life-long learning for personal and professional growth

Trust and Credibility

3.1 Demonstrate integrity by

- making difficult choices consistent with the NASA Values (Safety, Teamwork, Integrity, and Mission Success) and/or visibly supporting colleagues who do so

- demonstrating accountability by taking responsibility for what I say and do

- speaking professionally about other individuals and organizations (e.g., organizational units, NASA Centers, contractors, partners)

- openly admit mistakes and in a way that shows interest in doing better

- acknowledging my limitations

- revisiting decisions in light of new information

- soliciting feedback concerning my behavior from team members/colleagues

Decision Making

4.1 Acknowledge cognitive bias by

- questioning assumptions

- inviting data that confirms as well as refutes evidence to test recommendations or hypotheses

- recognizing and questioning non-technical constraints (schedule, pressure, and budget) that may affect technical decisions

- challenging team members/colleagues to formulate realistic options based on known constraints (e.g., schedule, cost)

4.2 Challenge recommendations by

- offering alternatives, possibilities, and solutions when providing recommendations

- considering the opinions of experts when in-depth questions arise

4.3 Focus on risk by

- requesting sufficient and accurate assessment of risks when making decisions or recommendations

- encouraging others to ask "what if" to ensure that the worst case is considered

4.4 Focus on safety by

- establishing an environment that supports raising health and safety concerns

- initiating action to resolve safety concerns

Collaboration and Teamwork

5.1 Consider One Langley/One NASA by

- collaborating to leverage existing capabilities

- looking for opportunities to standardize practices and procedures for better efficiency

5.2 Foster strategic relationships by

- encouraging collaboration with outside, non-NASA organizations

- encouraging the organization to look for outside partnership

- encouraging involvement in outside teams, conferences, workshops, activities, etc.